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Report of the Administrator on results for 2017 and progress on the Strategic Plan, 2018-2021

Summary

This report provides an analysis of results achieved in 2017 along with progress on the Strategic Plan, 2018-2021. Integrated results and resources framework (IRRF) indicators and financial figures are for the four-year performance under the Strategic Plan, 2014-2017. Included as annexes are the development and institutional report cards and populated IRRF.

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I. Executive summary

1. The Strategic Plan, 2014-2017 provided UNDP with a framework for supporting countries to shift from the Millennium Development Goals to the more ambitious Sustainable Development Goals and to respond to national priorities, including emerging challenges.

2. The evaluation of the Strategic Plan and global and regional programme, 2014-2017 (DP/2017/32) highlighted that "the organization's increasingly integrated, multifaceted approach to development challenges is well suited to, and consistent with, United Nations priorities and the needs of national partners".

3. Cumulative development performance was strong across 38 development outputs and seven outcomes for which UNDP provided support to countries. By the end of 2017, targets were met or exceeded for 20 outputs, targets for 16 outputs were missed by less than 10 per cent and for only two outputs between 80 and 90 per cent of the targets were met. The strongest results were seen under disaster prevention and risk management (outcome 5) and thought leadership (outcome 7).

4. Support for the 2030 Agenda for Sustainable Development and the Sustainable Development Goals is well underway. Key support provided through the Mainstreaming, Acceleration and Policy Support (MAPS) approach was revamped using lessons learned from the first year of MAPS missions. UNDP reoriented approaches in 2017 to make the missions a cross-agency and multi-partner initiative, which succeeded in bringing in United Nations organizations along with the World Bank, Asian Development Bank and Organisation for Economic Co-operation and Development; and rolled out new standard operating procedures that focus on critical aspects, including gender and leaving no one behind.

5. Responses to new challenges have been consolidated, including prevention of violent extremism. The evaluation of the Strategic Plan and global and regional programmes found that the latter played a strong role in supporting new approaches to development solutions and engaging countries on sensitive issues.

6. Innovation has been explicitly seeded through the global Innovation Facility, which has helped to catalyse, foster and enable innovation; 85 country offices supported 142 initiatives. The portfolio has resulted in the mobilization of new funding, with country offices reporting that for every $100 invested by the Innovation Facility an additional $80 has been mobilized in local resources, and in the development of a new range of services.[1]

7. UNDP has progressively mainstreamed gender equality and women's empowerment. Youth became the second largest target group for UNDP programming, after women, and UNDP has played a central role as thought leader, integrator and convenor in promoting young people's participation and empowerment as key to poverty reduction, structural transformation and resilience-building.

8. The organization's overall funding position remains strong with a 5 per cent increase in total contributions between 2014 and 2017, despite a challenging funding environment. However, the funding composition underpinning the Strategic Plan reflected a widening gap between regular and other resources, with implications for organizational flexibility and capacity to deliver integrated responses. The ratio between regular and other resources contributions declined from 17:83 in 2014 to 13:87 in 2017 because of the decline in regular resources contributions and the increase in contributions to other resources. Consequently, regular resources expenditures were lower than planned for all outcomes except outcome 5 (risk reduction). There was growth across all sources of other resources: programme government (16 per cent); bilateral/multilateral (4.6 per cent); and vertical funds (8.5 per cent).

9. Regular resources continued to play a vital role in leveraging other resources. For every $1 received in regular resources in 2014-2017, country offices in least developed countries and low-income countries mobilized $7 in other resources, up from $6 in 2010-2013. Offices in middle-

[1] Source: 2017 country office result-oriented annual reports.

income countries mobilized $32 for every $1 received in regular resources, a significant increase from $22 in 2010-2013.

10. UNDP became a more efficient organization, reducing its management efficiency ratio from 8.3 per cent in 2014 to 6.9 per cent in 2017. The highest provisional programme expenditure ($4.5 billion) for the Strategic Plan was achieved in 2017 due to concentrated efforts to accelerate delivery. UNDP has a stronger, more sustainable financial footing as it embarks upon the new Strategic Plan. UNDP took decisive action in 2017 to bring its institutional budget into balance in support of UNDP efforts to enhance its institutional sustainability, and as a result, closed 2017 with a small financial surplus reversing several years of recurring institutional deficits.

11. In line with the repositioning of the United Nations development system (UNDS) to deliver on the 2030 Agenda, UNDP has commenced implementation of the Strategic Plan 2018-2021 to ensure more coherent, accountable and effective support for partner countries through reinforcing national ownership; developing country-contextual responses; providing integrated responses; and ensuring effective delivery of development results on the ground.

Box 1. Highlights of UNDP support for development results, 2014-2017

- 37.3 million people (51 per cent women) benefited from improved livelihoods initiatives in 120 countries, including economic transformation, natural resource management and early recovery.[2]
- Nearly 3 million new jobs (41 per cent for women) were created in 101 countries.
- Action plans were developed in 36 countries to address unfinished work on the Millennium Development Goals and the transition to the Sustainable Development Goals.
- Measures towards low-emission and climate-resilient development were implemented in 104 countries.
- Nearly 170 million new voters were registered in 52 countries.
- Over 4.1 million people (51 per cent women) in 39 countries gained access to legal aid services.
- Some 2 million people in 22 countries received antiretroviral treatment.[3]
- More than 27 million people took part in HIV-related behavioural change communication initiatives in 24 countries.
- 1,388 disaster reduction and adaptation plans were put into place at national and subnational levels in 62 countries.
- More than 6.7 million people had improved access to energy in 55 countries.

Box 2. Independent views of UNDP

Over the period 2014-2017, independent assessments, surveys and analysis provided the following reflections on the performance of UNDP.

In its most recent assessment for multilateral effectiveness covering the period 2015-2016, the Multilateral Organization Performance Assessment Framework concluded that UNDP largely met the requirements of an effective multilateral organization and found clear evidence that UNDP is responsive to the needs and priorities of Member States.

The average percentage of partners perceiving UNDP as an effective contributor to Strategic Plan outcome areas was 3 per cent higher in 2016 than 2014.

UNDP retained its top ranking in 2014 and 2016 in the Aid Transparency Index conducted by Publish What You Find.

[2] Summarizes results across relevant indicators without double counting (see annex 2).

[3] Reported as "number of people living with HIV receiving ARV treatment as of mid-2017." This is not a cumulative figure for the 2014-2017 period.

An independent analysis conducted by AidData in 2017[4] in 126 low- and middle-income countries found that UNDP ranked first among development partners in value for money terms of which development partners "punch above or below their financial" weight in attracting users of their data or analysis. The report recognized that UNDP has become the "knowledge frontier in providing analytical and technical advice and brokering cross-sectoral partnerships" in key development areas.

The evaluation of the Strategic Plan and global and regional programmes found evidence that UNDP, inter alia:

(a) Successfully embedded multidimensional poverty approaches in national and subnational planning and applied integrated approaches to development;
(b) Is a leading United Nations provider of environmental protection support at national and local levels, and is a global leader in the provision of adaptation services;
(c) Has successfully established its niche as a trusted and reliable intermediary and neutral convener on democratic governance issues;
(d) Has carved out a vital role in governance support to countries afflicted by conflict;
(e) Plays an important role both in crisis risk reduction and recovery.

UNDP will build on these areas of strength in the period of the Strategic Plan, 2018-2021 to deliver stronger cross-cutting and integrated approaches that are customized for every country and situation as called for by the 2030 Agenda. In doing so, it will strengthen its performance in areas identified as requiring attention by the evaluation of the Strategic Plan, including delivering at scale, strengthening systematic approaches to South-South and triangular cooperation, furthering engagement with the private sector and better harnessing knowledge, solutions and expertise to improve results.

A. Development performance by outcome

12. The report cards for each outcome present cumulative output performance against: annual milestones and targets for the period 2014-2017; the number of countries supported under each output; a comparison of gender indicator performance versus overall performance; and associated gender equality expenditure (as measured by the UNDP gender marker). Green is for results equal to or higher than 100 per cent of the milestone/target, amber is for results between 60 and 100 per cent, and red is for results below 60 per cent. Most integrated results and resources framework (IRRF) indicators are cumulative,[5] indicating UNDP performance over the four-year period 2014-2017.[6]

13. While the number of outputs for which UNDP missed the annual cumulative target increased from 7 in 2015 to 16 in 2016 and to 18 in 2017, the performance gap was minimal. The freeze of 2016 milestones and 2017 targets after the midterm review of the Strategic Plan reinforced UNDP accountability for commitments made in the Strategic Plan and enabled critical analysis of reasons for underperformance.

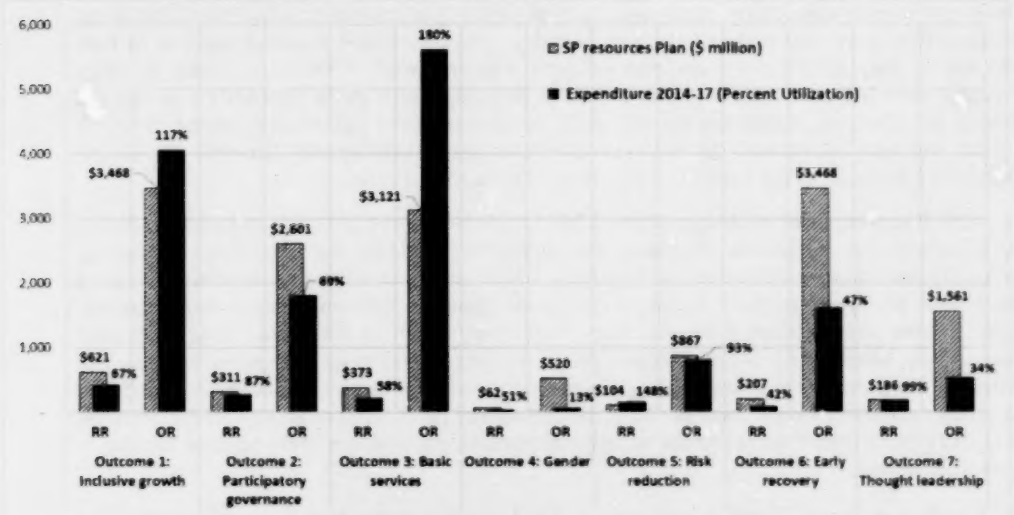
Resources and results

14. Programme expenditure for 2014-2017 reached $17.0 billion, reflecting 88 per cent utilization against the resource plan of $19.4 billion. Seventy-three per cent of programme resources were spent in three outcome areas: sustainable livelihoods (outcome 1); governance (outcome 2); and basic services (outcome 3), the area of greatest demand from programme countries (tracked by number of countries implementing projects).

[4] Masaki, T., Custer, S., Eskenazi, A., Stern, A., and Latourell, R. (2017). *Decoding data use: How do leaders use data and use it to accelerate development?* Williamsburg, VA: AidData at the College of William & Mary.
[5] For details of IRRF indicators, see annex 2.
[6] Report card performance needs to be analysed with caution as in some cases, the aggregate performance for outputs was driven by a small number of country offices with milestones significantly higher or lower than other country offices. The IRRF and financial data present performance for the Strategic Plan. 2014-2017. Examples in this section are UNDP results for 2017, unless otherwise specified.

15. Expenditure, however, varied greatly across the outcomes. Outcomes 5 (risk reduction), 7 (thought leadership) and 2 (governance) saw the highest percentages of regular resource expenditures against planned resources (148, 99 and 87 per cent respectively), while outcome 6 (early recovery) had the lowest percentage of regular resource expenditure at 42 per cent. Outcomes 3 (basic services) and 1 (inclusive growth) saw the highest percentages of other resources expenditure against projected resources and outcome 4 (gender) had the lowest expenditure in other resources, recording only 13 per cent of the planning target. The high rate of other resources expenditure under outcome 3 (180 per cent) and low rate under outcome 6 (early recovery, 47 per cent) indicate the protracted nature of crises in 2014-2017, which required longer-term interventions to stabilize and build core governance functions for basic service delivery in addition to immediate crisis responses.

Figure 1. Provisional programme expenditure against planned resources, 2014-2017
(In millions of United States dollars)



Outcome 1. Inclusive and sustainable growth and development

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved 2017 target	2017 gender performance vs. overall
		2014	2015	2016	2017			
1.1	Structural transformation of productive capacities	111%	112%	113%	132%	124	77%	Lower (129%)
1.2	Social protection	163%	111%	98%	80%	66	76%	Lower (72%)
1.3	Sustainable management of natural resources	91%	86%	89%	113%	109	73%	Lower (90%)
1.4	Climate change adaptation and mitigation	109%	104%	98%	96%	119	90%	n/a
1.5	Inclusive energy efficiency and access	114%	92%	112%	111%	84	68%	Higher (112%)
Expenditure with gender equality as a 'significant' or 'principal' objective: 45%[7]								

7 All gender marker figures in the report card present cumulative performance over four years (2014-2017).

16. UNDP assisted programme countries in the design and implementation of development pathways that tackled the connected issues of poverty, inequality and exclusion. The evaluation of the Strategic Plan confirmed that UNDP "has embedded a multidimensional perspective of poverty … creating enabling environments to help Governments develop pro-poor policies and expanding local capacities for pro-poor policy making and social protection".

17. Performance was solid with 2017 targets met for three of five outputs. The target for output 1.4 was missed by 4 per cent and only 80 per cent of the target for output 1.2 on social protection was achieved. Performance analysis suggests that enduring commitments from programme Governments and sustainable funding are critical for establishing and expanding social protection schemes. UNDP spent $4.5 billion on outcome 1 between 2014 and 2017 (26 per cent of total programme expenditure).

18. In 2014-2017, UNDP support for employment and livelihoods in 120 countries helped 37.3 million people (51 per cent women) benefit from livelihood initiatives with 3 million new jobs (41 per cent for women) in 101 countries. UNDP continued to support the Egyptian Social Fund for Development in its transition to ensure continuity and expand its mandate into the Micro, Small and Medium Enterprise (MSME) Development Agency, which extended financial services to over 180,000 existing MSMEs, 49 per cent of them women-owned. Since its launch in 2013, YouthConnekt helped 4 million young people to participate actively in Rwanda's development through job creation, digital innovations, skills development and citizen engagement. In 2017, UNDP and the Government of Rwanda expanded the YouthConnekt Initiative to Congo, Democratic Republic of the Congo, Liberia, Sierra Leone and Uganda.

19. UNDP supported 56 countries to access $285.5 million from vertical funds and bilateral donors for climate change mitigation, adaptation and supportive initiatives that contributed to meeting nationally determined contribution (NDC) targets. UNDP supported national adaptation plans in 48 countries to strengthen medium- to long-term climate change adaptation planning and budgeting. Actions were complemented by activities that strengthened institutional frameworks and transparency mechanisms and established NDC implementation plans. Lessons indicate that financing is the most critical issue facing countries, not only for costing and assessing needs but accessing "transformational" finance that shifts sectors and pivots economies. Under the Strategic Plan, 2018-2021 UNDP will continue to help countries access, combine and sequence funding to meet NDC targets.

20. UNDP supported 840 vertical fund projects in 141 countries, representing an investment of $3.6 billion. Grants helped secure an additional $15 billion in co-financing. Overall, $18.6 billion was invested in national environment and sustainable development priorities. Between 2014 and 2017, UNDP-supported projects financed by the Global Environment Facility helped 1.4 billion people benefit from integrated water resource management measures across 27 transboundary waterbodies. More than 223 million people benefited from improved ecosystem services that sustained and protected their livelihoods, 27.6 million people profited from climate resilient livelihoods and risk management measures, and 6 million people from sustainable energy solutions and/or improved energy efficiency. In 2017, UNDP assisted Bosnia and Herzegovina, Colombia and Egypt in accessing $87.2 million to address climate change risks and reduce emissions, bringing the total number of UNDP-supported Global Climate Fund proposals to 14 (worth $435 million). These projects are expected to increase resilience to climate change for 4.5 million direct and 65.7 million indirect beneficiaries while avoiding 22.5 million tons in carbon dioxide emissions. From 2014 to 2017, UNDP supported 49 countries to access $152 million from the Multilateral Fund for the Implementation of the Montreal Protocol to protect the ozone layer and global climate, which will enable these countries to phase out 10,090 metric tonnes of hydrochlorofluorocarbons while avoiding 40.6 million tons in carbon dioxide-equivalent emissions. In 2017, UNDP assisted 16 countries to access fast start funding to support early ratification of the Kigali Amendment on Hydrofluorocarbons (HFCs) and pilot HFC phase-down projects.

Outcome 2. Stronger democratic governance to meet citizens' expectations

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
2.1	Parliaments, constitution-making bodies and electoral institutions	120%	104%	95%	113%	88	71%	Lower (102%)
2.2	Anti-corruption	103%	97%	103%	96%	72	75%	n/a
2.3	Human rights institutions	109%	106%	98%	94%	58	91%	n/a
2.4	Civil society engagement	100%	95%	90%	94%	80	81%	Lower (89%)
2.5	Natural resources and biodiversity/ecosystems	169%	104%	102%	96%	73	82%	n/a
2.6	Discrimination and emerging issues	150%	122%	86%	94%	23	65%	Same (94%)
Expenditure with gender equality as a 'significant' or 'principal' objective: 41%								

21. Under outcome 2, UNDP assisted countries in maintaining and securing democratic governance, a necessity for achieving all outcomes of the Strategic Plan. This included support for constitutional reform, organizing credible elections, strengthening parliaments and public institutions, reducing corruption and supporting inclusive participation to ensure that no one is left behind. The evaluation of the Strategic Plan found that UNDP is well positioned in providing expert electoral support and is a global leader in the provision of parliamentary support.

22. Performance under outcome 2 slipped slightly in 2017, with one output meeting or exceeding its target (compared to two in 2016), although for the five outputs for which the targets were missed, achievement was 94 per cent or higher. Governance performance is associated with external factors, such as changes in government administration and supporting legislation. Between 2014 and 2017, UNDP spent $2.1 billion (12 per cent of its total programme resources) on outcome 2.

23. Between 2014 and 2017, UNDP support in 93 countries strengthened the capacities of 57 parliaments, 49 electoral management bodies and 42 constitution-making bodies. UNDP support led to the registration of approximately 166 million electors and the participation of 304,442 women candidates in national elections. In the Democratic Republic of the Congo, UNDP and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo supported the National Independent Electoral Commission to complete the revision of the electoral register for 2018 elections. In partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Organization for Security and Co-operation in Europe Office for Democratic Institutions and Human Rights, UNDP supported peer-to-peer learning to increase women's presence in politics in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Republic of Moldova, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

24. Between 2014 and 2017, UNDP supported 57 countries to enable institutions and systems to address awareness, prevention and enforcement of anti-corruption measures. A total of 118 new proposals were adopted to mitigate sector-specific corruption risks. The 2017 evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption (DP/2017/4) concluded that UNDP anti-corruption efforts had been significant, focusing on building national anti-corruption capacities, strengthening institutions and promoting corruption risk assessments in some service delivery sectors.

25. UNDP continued to work with a range of partners to promote, protect and expand spaces for active, free and meaningful citizen participation, including the inclusion of youth and people with disabilities. In Viet Nam, UNDP supported survey-based government performance feedback systems to channel citizen voices and established a youth-led network for the Sustainable Development Goals which has 45 member organizations and reached over 9,000 individuals on

social media. In the Arab States, "Shughel Shabab", a regional campaign supported by UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO) that is run by a group of young people from seven countries, advocated for youth inclusion in community peacebuilding and reached 11,000 youth followers. In Tajikistan, UNDP supported the adoption of the Convention on the Rights of Persons with Disabilities through high-level advocacy and analysis of the legislative, economic and functional implications of joining the Convention, leading to the inclusion of disability in the National Development Strategy.

Outcome 3. Institutions enabled to deliver universal access to basic services

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
3.1	National ownership of recovery and development processes	150%	103%	102%	90%	33	67%	n/a
3.2	Subnational capacity for basic services delivery	105%	98%	96%	90%	79	90%	n/a
3.3	HIV and related services	108%	101%	96%	135%	60	70%	Lower (116%)
3.4	Rule of law/access to justice	208%	156%	133%	117%	47	70%	Lower (105%)
3.5	Citizen security	133%	126%	101%	92%	38	84%	Lower (85%)
Expenditure with gender equality as a 'significant' or 'principal' objective: 31%								

26. UNDP supported government functions, including in post-conflict settings, to lead development processes, deliver basic services, build local government capabilities, increase opportunities for women and men to access quality legal services and reinforce citizen security.

27. Performance under outcome 3 declined slightly. UNDP exceeded the target for two outputs (compared to three in 2016) and missed the targets for three outputs by 10 per cent or less. As noted by the evaluation of the Strategic Plan, while "In the early stages of crisis recovery, UNDP capacity-building support has helped to stabilize national institutions by working successfully with government partners to address immediate needs" it also found that "funding and operational constraints often limit progress during the longer transitional phase back to peaceful development, impeding national efforts to address the structural causes of conflict." Outcome 3 was the largest outcome in terms of expenditure, accounting for $5.8 billion (34 per cent of programme resources).

28. Throughout 2014-2017, UNDP supported initiatives to strengthen core government functions to ensure national ownership of recovery and development processes in 27 countries. This enabled 14 countries to strengthen civil service management and 12 countries to strengthen local governance mechanisms. UNDP support helped subnational governments/administrations in 60 countries improve their capacities for planning, budgeting and/or monitoring basic service delivery. In 2017, UNDP led the first ever United Nations–World Bank assessment framework on core government functions under the United Nations Inter-Agency Platform on Core Government Functions, with the aim to restore basic government functions in fragile and conflict-affected countries including the Central African Republic, Libya, Somalia and Yemen. In Somalia, UNDP supported the development of a new federal civil service law and helped initiate the development of a public service performance management framework.

29. UNDP supported the functions, financing and capacity of rule of law in 48 countries, which led to more than 1.27 million women and 1.24 million men having access to legal aid services. In partnership with the United Nations Department of Peacekeeping Operations, UNDP co-led coherence of rule of law efforts across the United Nations system through the Global Focal Point for Police, Justice and Corrections, which provided integrated joint support to 10 countries. In Afghanistan, UNDP supported legal aid schemes by the Ministry of Justice and the Afghanistan

Independent Bar Association and provided assistance to family response units that increased access to legal aid to marginalized men and women (including legal services for survivors of gender-based violence). In 2017, 3,351 people (617 females) accessed legal aid services from the Legal Aid Grant Facility. In Turkey, UNDP supported training of 250 new female police cadets, bringing the total of female officers to 3,155, an increase of 28 per cent since 2016.

30. Through a partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNDP support to national institutions, systems, laws and policies strengthened the equitable, accountable and effective delivery of HIV-related services in 41 countries. The Global Fund collaboration helped 2.1 million people to receive HIV treatment in 2017. Between 2014 and 2017, 20.8 million people received HIV counselling and testing and 418,000 pregnant women received treatment to prevent mother-to-child-transmission of HIV. Upwards of 116,000 tuberculosis cases were treated successfully and 24 million mosquito nets were distributed to protect families against malaria. UNDP-managed Global Fund grants supported the training of 125,000 doctors, nurses and community health workers, and provided care and support services for 193,000 people affected by HIV, tuberculosis and malaria. This partnership has contributed directly to improving the ability of individuals to live fuller and more productive lives, generating social and economic benefits.

Outcome 4. Gender equality and women's empowerment

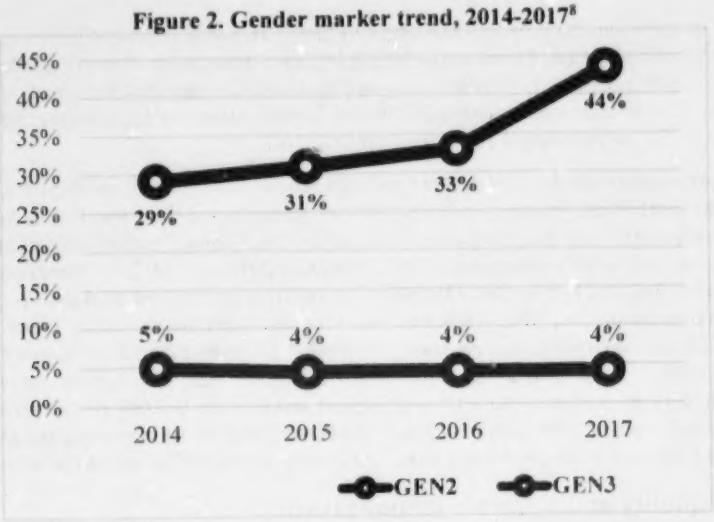
Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
4.1	Women's economic empowerment	100%	100%	100%	96%	16	88%	Same
4.2	Sexual and gender-based violence	192%	114%	95%	95%	14	78%	Same
4.3	Gender evidence		100%	100%	83%	12	83%	Same
4.4	Women's participation in decision-making	86%	105%	108%	101%	24	68%	Same
Expenditure with gender equality as a 'significant' or 'principal' objective: 96%								

31. Under outcome 4, UNDP addressed specific bottlenecks to gender equality and women's empowerment. Performance under outcome 4 declined in 2017, with the 2017 targets missed for three of four outputs. Financial resource constraints were a key factor with 2017 expenditure reflecting a decline of 45 per cent compared to 2014. In 2014-2017, UNDP spent $100 million (0.6 per cent of total programme resources) on outcome 4.

32. That said, outcome 4 does not represent all UNDP efforts to promote gender equality and empower women. Throughout the Strategic Plan period, gender work took place across all outcomes with most results reported under outcomes 1 (sustainable livelihoods) and 2 (governance). Additionally, significant results have been reported on efforts to enhance women in leadership roles and prevent gender-based violence.

33. Over the four years, UNDP has progressively mainstreamed gender equality and women's empowerment as evidenced by the gender marker ratings (figure 2). In 2017, 44 per cent of programme expenditure had gender equality as a significant objective (GEN2), an increase from 29 per cent in 2014. Gender-specific interventions (GEN3) have remained static and more work is required. UNDP will further strengthen its implementation of gender policies and gender mainstreaming in all programmatic areas through the gender equality signature solution in the Strategic Plan 2018-2021.

Figure 2. Gender marker trend, 2014-2017[8]



34. In 2014-2017, UNDP supported 41 countries in improving national capacities to promote and increase the participation and leadership of women in decision-making roles. This strengthened 74 existing laws and policies and introduced 46 new ones. The number of women who benefited from private and/or public measures to support women's preparedness for leadership and decision-making reached 30,789. In Nepal, UNDP supported the Election Commission in reaching 52,268 potential female candidates, of whom 4,000 were nominated to run for elections and 1,011 were elected to political positions. In the Democratic Republic of the Congo, an evaluation of work supported by UNDP, UNESCO and the United Nations Population Fund (UNFPA) revealed an 88 per cent decrease in the number of sexual and gender-based violence (SGBV) cases, from 15,532 in 2013 to 1,734 in 2017. In South Sudan, UNDP supported improved access to justice for vulnerable groups through which 1,573 (584 female) marginalized people received legal aid services and over 247 SGBV survivors received psychosocial care from police special protection units.

Outcome 5. Conflict and disaster prevention and risk management

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
5.1	Mechanisms to assess natural/man-made risks	128%	115%	103%	134%	51	86%	Lower (108%)
5.2	Disaster and climate risk management	117%	106%	95%	95%	64	79%	Higher (105%)
5.3	Gender-responsive disaster/climate risk management	99%	109%	111%	111%	20	61%	Lower (109%)
5.4	Natural hazard preparedness	119%	118%	101%	126%	49	69%	n/a
5.5	Peaceful management of conflicts	162%	98%	98%	96%	46	81%	n/a
5.6	Consensus-building around contested priorities	100%	106%	111%	100%	22	100%	n/a
Expenditure with gender equality as a 'significant' or 'principal' objective: 34%								

[8] Figures for 2014-2016 from the annual reports on the implementation of the UNDP gender equality strategy. Excludes expenditures that have not been rated.

35. UNDP supported resilience-building by supporting: disaster risk assessments, policies and long-term planning and investment frameworks; policy frameworks and institutional mechanisms at the national and subnational levels for the peaceful management of emerging and recurring conflicts; and implementation of mechanisms for consensus-building on contested priorities.

36. UNDP showed strong performance under outcome 5, exceeding the targets for four of six outputs. The targets for outputs 5.2 and 5.5 were missed by only 5 per cent or less. The evaluation of the Strategic Plan confirmed that UNDP provided valuable services to national partners on disaster risk reduction strategies and was well positioned to develop contextual analyses at the country level. UNDP spent $959 million on outcome 5 in 2014-2017 (6 per cent of total programme expenditure).

37. UNDP supported 43 countries to strengthen capacities for assessing natural and man-made risks, including the development of 899 plans and programmes (48 per cent of them gender-responsive) that included multi-hazard national and subnational disaster and climate risk assessments. UNDP helped establish 321 end-to-end early warning systems in 37 countries. In the Asia-Pacific region, the #90drills project raised awareness and fostered tsunami preparedness in 90 schools in 18 participating countries, reaching more than 33,000 students, teachers and administrators. In Kenya, early warning and response systems were established in 23 counties, resulting in 1,500 households (379,000 beneficiaries) benefiting from subnational resilience to climatic and other shocks.

38. UNDP supported 30 countries in consensus-building measures. In Togo, UNDP supported women mediators in 37 local peace committees that were established across the country to prevent the escalation of violence. Overall, efforts resulted in a significant improvement of women's engagement in decision-making, mediation and other conflict-prevention processes at the local and national levels.

39. UNDP also supported conflict prevention, working with 25 countries to improve sustainable national and local human and financial capacities to address emerging and/or recurring conflicts. Efforts included helping to address the root causes of violent extremism. In Malawi, a joint programme supported by UNDP and the United Nations Department of Political Affairs assisted the Government in establishing a National Peace Architecture, launching the National Peace Policy and creating processes that enabled women and youth to play a constructive role in monitoring and mediating conflict. Given its transboundary nature, UNDP undertook a landmark study on the root causes of violent extremism, *Journey to Extremism in Africa*, which drew substantial attention from global media, reaching 450 million people worldwide. Based on interviews with recruits, the report identified reasons why individuals join radical groups. The report was digitized, and promoted through a video series, an exhibit at the Photoville Festival and a website featuring stories from survivors of extremist violence.

Outcome 6. Early recovery and rapid return to sustainable development pathways

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
6.1	Early economic revitalization	139%	103%	127%	168%	30	89%	Higher (214%)
6.2	Capacities for early recovery efforts	100%	109%	99%	92%	23	88%	n/a
6.3	Innovative partnerships in early recovery	85%	103%	139%	123%	4	50%	n/a
6.4	Social cohesion and trust	150%	126%	102%	96%	21	90%	Higher (100%)
Expenditure with gender equality as a 'significant' or 'principal' objective: 64%								

40. UNDP played a valuable role in ensuring that early recovery was included as part of a humanitarian response by bringing development principles into the relief stage and seizing

opportunities to go beyond saving lives and restore national capacities, livelihoods and peaceful conditions for development.

41. Performance under outcome 6 was strong, with UNDP significantly exceeding 2017 targets for two outputs. Additionally, for outputs 6.1 and 6.4, higher performance was recorded for sex-disaggregated and gender-sensitive indicators. The evaluation of the Strategic Plan concluded that in countries affected by conflict, UNDP specialist technical expertise and human resource support has enabled core governance institutions to function, which is critical for consolidating stability and peace and transitioning to development. UNDP spent $1.7 billion on outcome 6 in 2014-2017, 10 per cent of overall programme expenditure.

42. UNDP supported early economic revitalization in 30 countries, giving 7.9 million people access to diversified livelihood opportunities. At the request of the Government of Iraq, UNDP established the Funding Facility for Stabilization in 2015 to facilitate the return of displaced Iraqis, lay the groundwork for reconstruction and recovery and safeguard against the resurgence of violence and extremism. The facility grew to support government stabilization efforts in newly liberated areas and by the end of 2017 it had finalized over 1,600 projects in 28 areas, including those that restored critical infrastructure like water, electricity, hospitals, schools and universities, all of which helped to facilitate the return of 2.8 million internally displaced persons. In Libya, UNDP supported the launch of the Stabilization Facility for Libya in 2016, which attracted $44 million in contributions. In 2017, UNDP helped the Government to rehabilitate and equip 11 hospitals and delivered 14 ambulances to service more than 1 million people. Sixteen schools have been rehabilitated or re-equipped and municipalities have benefited from rehabilitation and improvement of electrical, water and sewage systems.

43. UNDP made a particular effort to bring a strong gender perspective in its crisis response. In Yemen, UNDP support to mine clearance covered 3 million square metres and reached 1.6 million direct beneficiaries and 6.3 million indirect beneficiaries (50 per cent women), which facilitated their return to rural livelihood activities. In Uganda, Cash for Work has reached out to refugees and host communities by providing temporary employment opportunities; 60 per cent of all beneficiaries are women, a large proportion of them widows or survivors of SGBV.

Box 3. The New Way of Working at the country level

In 2017, UNDP and its partners provided increased leadership and engagement in bringing coherence to humanitarian, development and peace efforts through the New Way of Working. In Somalia, the Recovery and Resilience Framework instilled resilient and sustainable recovery from drought, drought-induced conflicts, hunger and poverty. The framework resulted from a drought impact needs assessment led by the Federal Government of Somalia in the last quarter of 2017. The needs assessment is widely acknowledged as having set new parameters for recovery and State-building and represents a novel approach to traditional post-disaster needs assessment methodology, as well as having introduced stronger recovery and resilience actions into a conflict setting.

In Turkey, as lead agency for the resilience pillar of the Regional Refugee and Resilience Plan for the Syrian crisis, UNDP has steered efforts to focus the response efforts on mid- and longer-term development gains for both host communities and Syrians. This resulted in a significant increase (over 100 per cent) in the budget allocated to resilience efforts in all sectors in 2017 and is expected to grow further in 2018.

44. UNDP supported 28 countries in helping national and local authorities to lead community engagement, planning, coordination, delivery and monitoring of early recovery efforts. This contributed to 59 per cent of crisis-affected countries strengthening their financing or aid management mechanisms for early recovery. In 2017, UNDP, the World Bank and European Union supported recovery and peacebuilding assessments in Cameroon and Zimbabwe. This tripartite partnership fielded a technical mission to Liberia to support the drafting of a Security Council-mandated peacebuilding plan. Financing and implementation mechanisms that were established subsequently allowed for the coordinated financing of government plans.

Box 4. Mobilizing resources for post-disaster recovery efforts in the Caribbean

In the aftermath of Hurricanes Irma and Maria, UNDP, along with international partners, led support to Governments in post-disaster needs assessment and recovery planning. These elements helped support the subsequent high-level pledging conference organized by the Caribbean Community and the United Nations on the theme "Building a more Climate-Resilient Community', which mobilized a broad partnership to support reconstruction efforts, including over $1.3 billion in grant pledges and over $1 billion in loans and debt relief.

In Dominica, Antigua and Barbuda, Turks and Caicos and other affected countries, UNDP support to Governments in post-disaster recovery programmes facilitated the mobilization of funds for recovery and reconstruction. This included trilateral partnerships and resources from China and India.

Outcome 7. Thought leadership

Output		Performance against milestones				Number of countries supported	Proportion of countries achieved target	2017 gender performance vs. overall
		2014	2015	2016	2017			
7.1	Global consensus on MDGs/post-2015 agenda	182%	107%	100%	Carry over 2016	Global	Global	Same
7.2	Progress on MDGs/post-2015 agenda	114%	130%	100%	96%	35	94%	Same
7.3	National development plans	145%	111%	109%	115%	37	83%	n/a
7.4	Global development financing	100%	94%	95%	100%	22	90%	n/a
7.5	South-South and triangular cooperation	113%	107%	99%	112%	17	89%	n/a
7.6	Innovative development solutions	133%	157%	131%	126%	17	82%	n/a
7.7	Knowledge about development solutions	101%	118%	127%	128%	Global	Global	n/a
7.8	MDGs and other global development goals	[redacted]	123%	99%	100%	Global	Global	n/a
Expenditure with gender equality as a 'significant' or 'principal' objective: 23%								

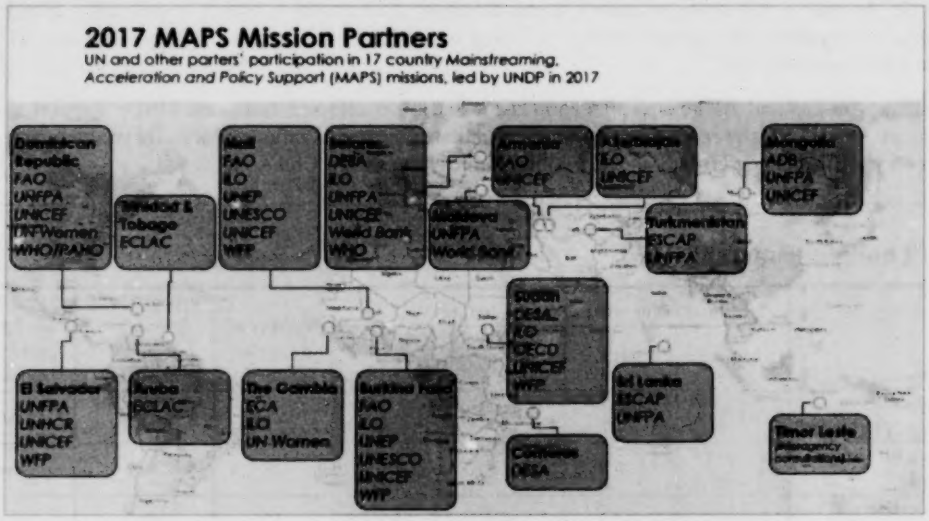
45. UNDP thought leadership and advocacy to advance the global development agenda supported the translation of global agreements into gender-responsive national and local strategies. Attention is turning swiftly to ways of accelerating progress, drawing on an array of partnerships and approaches, along with mobilizing financial resources from public, private, international and domestic sources.

46. Performance under outcome 7 was strong with UNDP exceeding 2017 targets for seven of eight outputs. In 2014-2017, UNDP spent $719 million, or 4 per cent of its programme resources, on outcome 7.

47. Support to the roll-out of the 2030 Agenda remained a priority. In 2014-2017, 265 new country diagnostics were carried out in 42 countries to inform policy options on national responses to the globally agreed development agenda. With UNDP support, 33 countries were able to use updated and disaggregated data to monitor progress on national development goals. In 2017, 17 MAPS missions (up from nine in 2016) were undertaken in partnership with 20 United Nations entities and other partners. In Myanmar, UNDP supported efforts to strengthen the Government's data collection and dissemination capacities, which led to the launch of the Myanmar Living Conditions Survey and publication of the Sustainable Development Goal Indicator Baseline Report. A MAPS mission assisted the Government of Timor-Leste to prepare the road map for the implementation of the 2030 Agenda and the Sustainable Development Goals. The report was launched by the Prime Minister at a global conference on sustainable development in fragile and conflict-affected countries. In Sri

Lanka, the MAPS mission helped identify priority Sustainable Development Goal accelerators such as the "blue economy" to capitalize on its exclusive economic zone and restoring trust and social cohesion as part of the peacebuilding process.

Figure 3. 2017 MAPS missions and partners



48. UNDP pursued innovation, including ways to bring it to scale, and better use of big data for monitoring and programming purposes. This was done through partnerships with the private sector, academic institutes and global thought leaders including the National Aeronautics and Space Administration (United States), the Data Pop Alliance, the European Institute for Business Administration and McKinsey & Company. UNDP assisted seven countries in establishing public sector innovation labs, including a Social Innovation lab in Sri Lanka, the flagship Sustainable Development Goal Innovation Lab in Armenia, Social Innovation Lab, Business Innovation Lab and Our Green City Lab in Republic of Moldova and an Innovation Lab for Social Interest Entrepreneurship in Honduras. In Lebanon, UNDP piloted a WhatsApp survey to map social stability and inter-community tensions using localized data to inform proactive crisis response.

B. Organizational performance

49. The evaluation of the Strategic Plan found that UNDP has improved the quality of its programming and its openness, agility and adaptability, and that it was leaner and more cost-conscious in 2014-2017, but that challenges remained. Organizational performance at the end of 2017 was solid with UNDP meeting or exceeding targets for 23 of 46 indicators, achieving 80 per cent or higher of the targets for 20 indicators while three indicators achieved less than 80 per cent of the target.

Development effectiveness and cost efficiency

50. The quality of country programme documents improved from a 79 per cent satisfactory rating in 2014 to 89 per cent in 2017 (above the 80 per cent target) due to a robust programme appraisal committee process. Social and environmental safeguards and grievance mechanisms have increasingly been used as best practices in development and humanitarian programming and investments.

51. The introduction of universal programme and project quality assurance in 2016 set clear standards for improved decisions on investments for better performance. Standards were met or exceeded in 73 per cent of projects in 2017, up from 63 per cent in 2016. Upwards of 79 per cent of country offices systematically implemented common United Nations Development Group results-based management tools and principles in 2017.

52. The proportion of requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women met or exceeded by UNDP improved from 73 per cent in 2014 to 80 per cent in 2017. The UNDP Gender Equality Seal, acknowledged as an accelerator of transformative changes, recognized 46 country offices for their significant progress on gender mainstreaming, awarding 10 offices a "Gold" seal between 2014 and 2017. The UNDP gender certification has been adapted for the public sector and private companies and the Gender Equality Seal for the private sector expanded beyond Latin America to Africa and other regions as a global good practice in transforming work culture.

53. UNDP became a more efficient organization, reflected in the 2017 management efficiency ratio of 6.9 per cent, well under the target of 8.1 per cent and a significant reduction from 8.3 per cent in 2014. Compliance of cost-sharing agreements under the new cost-recovery policy reached 91 per cent, exceeding the 2017 target of 90 per cent. Ninety-four per cent of the organization met financial quality standards, surpassing the 80 per cent target set for 2017. The clustering of financial transactions of country offices in the Asia and Pacific region was completed. The 2016 financial statements were issued a clean audit opinion by the United Nations Board of Auditors for the twelfth consecutive year.

Diversifying the UNDP funding base and partnerships

54. In 2017, UNDP received $73 million from the private sector, foundations and non-governmental organizations, a 48 per cent increase from 2016. Beyond financial contributions, UNDP collaborated with companies to co-create solutions and respond to emergencies. Examples of partnerships include work with Microsoft in Dominica after Hurricane Maria and the IKEA Foundation for women's economic empowerment in India. UNDP received $281 million from international financial institutions, a 67 per cent increase from 2016.

United Nations coordination

55. UNDP continued to offer strong operational backbone support to the UNDS, providing services to 48 agencies, funds and programmes, as well as 35 United Nations Secretariat entities and peacekeeping missions, on a cost-recovery basis. UNDP managed a service clearance account for inter-organizational payments with a turnover of $702.601 million a year along with investment funds of $8.16 billion, of which $1.98 billion came from other United Nations organizations.

56. UNDP implemented standard operating procedures for the "Delivering as One" approach in 95 country offices (71 per cent), well above the target of 85 country offices (63 per cent). UNDP, together with other United Nations organizations, supported the business operations strategy in pilot and self-starter countries and used common services and other operations to strengthen system-wide coherence and increase efficiency. UNDP also helped develop a new United Nations Development Assistance Framework guidance note that responds more effectively to the rapidly evolving development landscape.

C. Financial performance

Contributions for 2017

57. In 2017, contributions to regular and other resources, excluding reimbursable support services, were $4.8 billion. Regular resources contributions decreased from $0.618 billion in 2016 to $0.612 billion, while other resources contributions increased from $4.16 billion to $4.22 billion. Government cost-sharing resources increased to $1 billion, while bilateral/multilateral resources decreased from $3.27 billion to $3.22 billion.

2014-2017 cumulative contributions

58. When comparing actual contributions received between 2014 and 2017 against integrated resources plan estimates (DP/2013/41), total contributions to regular and other resources were $18.6 billion, or 95 per cent of the of $19.4 billion estimate. Regular resources contributions were $2.7 billion, or 75 per cent of the $3.6 billion estimate. Government cost-sharing contributions were $3.6 billion, or 120 per cent of the $3 billion estimate, and bilateral/multilateral resources were $12.3 billion, or 96 per cent of the $12.8 billion estimate.

Expenditure for 2017

59. Provisional expenditure for development activities was $4.63 billion, of which $0.42 billion was funded from regular resources and $4.21 billion from other donor and local resources. Expenditures for United Nations development coordination, management and special-purpose categories were $0.10 billion, $0.36 billion and $0.07 billion, respectively. The expenditure ratio for management activities to total expenditure was 6.9 per cent, which is below the management efficiency ratio of 8.1 per cent outlined in Strategic Plan estimates for 2014-2017.

2014-2017 cumulative expenditure

60. Total provisional expenditure for development activities was $17.63 billion, of which $1.91 billion was funded from regular resources and $15.72 billion from other resources. Expenditures for United Nations development coordination, management and special-purpose categories were $0.40 billion, $1.54 billion and $0.32 billion, respectively. The expenditure ratio for management activities over total expenditure was 7.7 per cent, which is below the management efficiency ratio of 8.1 per cent outlined in strategic plan estimates, 2014-2017.

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Table 2. Management expenditure ratio
(In billions of United States dollars)

Cost classification category	Strategic Plan estimates 2014-2017	Expenditure 2014-2016	Expenditure 2017	Expenditure 2014-2017
Management activities (a)	$1.84	$1.18	$0.36	$1.54
Total activities (b)	$22.64	$14.73	$5.15	$19.88
Management expenditure ratio (c) = (a) / (b)	8.13%	8.01%	6.93%	7.73%

II. Progress on the Strategic Plan, 2018-2021

61. The United Nations system is on the verge of major change as Member States finalize a set of reform proposals to frame more integrated and coherent support to the 2030 Agenda. UNDP stands ready to implement the proposals agreed by Member States.

Rolling out the Strategic Plan

62. The new UNDP Strategic Plan is reform-ready, placing a nimble, next-generation UNDP at the heart of a more integrated, coherent UNDS. The Strategic Plan is now being translated into action. A fully articulated theory of change has been developed for the Strategic Plan, guidance notes have been prepared on the six signature solutions and baselines, milestones and targets for the new IRRF have been populated. UNDP is planning a roll-out of the Strategic Plan, ensuring that regional hubs and country offices are fully engaged with areas of work such as country support platforms, the UNDP signature solutions, leveraging innovation, new programming approaches, monitoring of the Strategic Plan and the common chapter (discussed below).

Advancing implementation of the common chapter

63. The plan begins with a common chapter, adopted by UNDP, UNFPA, the United Nations Children's Fund and UN-Women. UNDP has been working closely with these sister agencies to make the common chapter operational as quickly as possible. An approach has been agreed and approved by each head of agency that seeks to integrate this approach in country-level programming processes while laying the groundwork for accelerator initiatives on a few initial issues that create transformative impact through closer collaboration. Operational details are being finalized to accompany the approach, with initial action targeted for mid-2018.

Developing country support platforms

64. One of the hallmarks of the next-generation UNDP are country support platforms, which will help rethink how UNDP and other partners support countries to address systemic or structural challenges in sustainable development – "wicked problems" – that would otherwise remain unresolved. This approach is driven by the realization that dealing with twenty-first century development ambitions and issues will require a substantial update of development cooperation, with much greater emphasis on openness, collaborative networks, innovation and scale of effort, among others. Country support platforms, therefore, represent a major departure from current ways of working. They recognize that the complex development issues at the heart of the 2030 Agenda require approaches that are much more open – in design, management and partnership – than traditional, project-based, development assistance. Platforms demand more inclusive forms of governance, management and participation, as well as skills that are still in relatively limited supply: for foresight, systems thinking, applied innovation, partnership-building and new forms of financing.

65. The foundation is being laid to design and operationalize platforms during 2018. UNDP has been looking at both in-house experience on platform-based approaches, as well as experience in the broader development community and in the public and private sectors in developed and developing countries. Options for financing the UNDP role as an "early investor" in platforms are advancing well, to help put resources behind this important initiative. Structured engagement with UNDS counterparts commenced in April 2018, building on informal consultations undertaken since late 2017. Further outreach and engagement with sister agencies in the UNDS are also intensifying, amid signs of considerable interest and support for country support platforms as an approach that is both timely and necessary.

Triggering institutional change for improved delivery

66. The development landscape is changing dramatically, and UNDP must change along with it. Presently, the organization is taking a critical look at its policy and programme support (PPS) functions, business model and partnerships and advocacy approaches to drive a step change in its ability to respond to Governments and other partners.

67. The review of PPS functions is intended to design a structure and set of capacities to deliver the knowledge, policy advice and programmatic support countries need to address the complex and integrated nature of the Sustainable Development Goals in a systematic way. The review aims to establish a more client-focused and field-based policy and programme support structure, leveraging the broad development perspective and partnership-building capacity of UNDP to provide integrated solutions as part of the UNDP offer. The review addresses functions and capacities needed for all three development settings identified in the Strategic Plan, including the crisis and conflict setting in which the Crisis Response Unit plays a central role.

68. Two tracks of work have been established to improve the UNDP business model: a performance stream and an innovation stream. Significant efforts have been undertaken for improving the performance of the UNDP existing business model including: (a) the development of new ways of partnering with the private sector, including the development of three new legal instruments; (b) revision of policy and prescriptive content in relation to programme and project management to enable UNDP to be a more flexible and responsive partner; and (c) establishment of a fast track to support the resolution of bottlenecks in the delivery of management services and simplification of operational procedures.

69. In terms of innovation, a new Country Investment Facility was established to spur innovative approaches to the business model at the country level, and a new flagship project was launched to develop and test a new business model for leveraging significant financing for the Sustainable Development Goals in partnership with the private sector.

70. Underpinning the work on improving the UNDP business model, a review of the management services function has been launched to evolve UNDP to be the pre-eminent global management services provider in the United Nations system, capable of delivering timely and cost-effective services to internal and external clients in a risk-informed and adaptable manner. A review of external engagement, communications and partnership approaches will be undertaken in the second half of 2018, to ensure that UNDP is better positioned to leverage the range of partnerships at global, regional and country levels needed to deliver on the Strategic Plan.

71. Innovation has been brought to the core of the UNDP approach to delivering against the Strategic Plan. This process has included a workshop on programmatic and operational innovation, deeper integration of the concept in the PPS and management function reviews and by signalling a change of culture through online discussions and a live monthly call between the Administrator and project teams to discuss their innovative approaches and results achieved.